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26 June 1970

MEMORANDUM FOR: Director of Training

VIA: DDP/TRO

SUBJECT: Mid-Career Course

1. I was delighted to find that the most recent running of the Mid-Career Course incorporated changes which have resulted in a better presentation by the representatives of the CS who appear as lecturers and seminar participants. I much appreciate the efforts of the Office of Training to make continuing improvements in the course as far as the interests of the CS are concerned.

2. There are one or two suggestions which arose out of my post-course meeting with the CS student participants and I would like to mention these as meriting your consideration. Perhaps the most important comment involves the question of a good CI input. I do believe that a substantive CI input can and should be made in line with familiarizing the mid-careerists of the other Directorates, particularly, with the nature and scope of the Communist intelligence threat against us. I should be happy to assist in any discussions you might have with the CI Staff by way of bringing about a solid contribution from that staff along these lines.

3. Several of the participants suggested, instead of having the grid as part of the Mid-Career Course that it be combined with the Advanced Management Course and that this combined course be given to officers at an earlier stage than mid-career, and more particularly when they are about to assume or have just assumed managerial responsibilities for the first time. The comment made was that too many of the mid-careerists had been practicing management techniques perhaps for too long to take to newer approaches and concepts, and that it would be wise to catch our officers earlier on this score.

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4. One comment suggested that we had placed a bit too much on the shoulders of [REDACTED] I believe this came about this time because he stood in for me on at least one occasion but I cannot comment further on this. I submit it for your own consideration.

5. Finally, quite apart from the Mid-Career Course, the participants felt that the CS should, in conjunction with OTR, develop special courses on the conduct of [REDACTED]

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[REDACTED] If there is any way I can help on any of the above please let me know.

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